

Reserve Forces begin to reap benefits from **National Defense Authorization Act**

WASHINGTON — Nearly 1.4 million members of the National Guard and Reserve are already reaping benefits from the \$309.9 billion fiscal 2001 National Defense Authorization Act (NDAA), which former President Clinton signed into law Oct. 30.

Beginning on Jan. 1, Guard and Reserve soldiers witnessed a 3.7 percent increase in drill and annual training pay, and numerous other incentives and benefits that the Department of Defense believes will keep them in uniform longer and attract more young people to join the force.

National Guard and Reserve members now can get credit for up to 90 points each year for inactive duty training, completion of correspondence courses and membership in the Guard or Reserve. This 15-point-per-year increase over the previous limit will allow Guard and Reserve

members who perform additional drills and complete additional study through correspondence courses to receive credit for their extra effort. That credit will be used to calculate their Reserve retired pay. Also included in the NDAA are improvements in special pays and benefits.

“The 2001 NDAA helps every man and woman in this force – Active, Guard and Reserve,” said Charles L. Cragin, Principal Deputy Assistant Secretary of Defense. “We are so fortunate to have the most dedicated, hardest working military force in the world. The Authorization Act gives them the tools to do their jobs while improving their quality of life and taking care of their families.”

The 2001 NDAA:

- ◆ Establishes the effective date

for participation in the Thrift Savings Plan (TSP) by Active and Reserve personnel as 180 days after the date of enactment of the Act. The Secretary of Defense can delay implementation for an additional 180 days if implementation at the specified date would prevent the Federal Retirement Thrift Investment Board from being able to provide timely and accurate services to investors, or would place an excessive burden on the administrative capacity of the board to accommodate participants in the TSP. Some delay is likely, due to the need for system changes.

- ◆ Authorizes \$668.8 million for National Guard and Reserve military construction (MILCON), an increase of \$446.8 million above the president’s budget. The fiscal 2001 MILCON authorization is \$24.2 million more than

the fiscal 2000 MILCON authorization for the National Guard and Reserve. This increases funds construction for 61 new projects for Guard and Reserve facilities.

- ◆ Authorizes approximately \$2.3 billion for National Guard and Reserve equipment (NGRE), including the president’s budget request of \$1.3 billion and congressional adds of \$1 billion.

Procurement highlights

The Army Reserve received authorization for eight UH-60L helicopters from Congress in the active component account. Also, funding was authorized for Highly Mobile Multipurpose Wheeled Vehicles, MTV, and for vibratory rollers that attach to tractors and heavy engineering equipment.

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Senate confirms 3-Star promotions for Reserve Chiefs

WASHINGTON — The U.S. Senate confirmed the Presidential nominations of the Reserve Chiefs to three-star rank on May 24.

Among those promoted to lieutenant general is Maj. Gen. Thomas J. Plewes, Chief, Army Reserve. Plewes becomes the first three-star Chief of the Army Reserve in the Army Reserve’s 93-year history.

On April 27, 2001, Secretary of Defense Donald H. Rumsfeld announced that both Plewes and Maj. Gen. Roger C. Schultz, Director of the Army National Guard, had been nominated for appointment to lieutenant general by President George W. Bush.

These promotions are the result of a provision of the *Fiscal Year 2001 Floyd D. Spence National Defense Authorization Act* (passed by the House and Senate late in 2000), which directed the military services to grant a third star to the heads of their reserve components.

Senator John McCain of Arizona read a statement into the *Congressional Record* about these promotions on May 25. He stated that they serve as a symbol of how critical the reserves are to the national military strategy. He also mentioned that 75 percent of the Army force in Bosnia today is either Army Reserve or National Guard, and that this “highlights” the ever-increasing role of Reservists in defending America’s security interests around the world.”

McCain continued by saying that the confirmation of the Reserve Chiefs to three-star rank in some small measure thanks the “many wonderful Reserve servicemen and women who serve in our armed forces” for their dedicated service. He congratulated the Reserve Chiefs and expressed confidence that the reserves would continue to flourish under their leadership.

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From the Chief, Army Reserve**CAR establishes PCS Policy for AGRs**

In an effort to increase stabilization within the Active Guard Reserve (AGR) force, the Chief, Army Reserve instituted a new policy on Jan. 3, 2001, which mandates that no AGR officer or Non-Commissioned Officer (NCO) will be ordered to execute a permanent change of station (PCS) move based solely on his or her time-on-station (TOS) in one geographical area.

AGR soldiers with less than five years TOS will not be ordered on PCS unless they are affected by priorities established by this policy.

The AGR PCS assignments will meet Army Reserve personnel priorities, to include the operational priorities identified by our supported commands. The following priorities are established, in order of precedence, for management of PCS reattachment.

- **Directed by OCAR** — (*e.g.* COL/CSM/SGM slating, command/program manager selection, ISG Program).
- **Promotions to the next higher grade, when there are no vacant positions in the grade and specialty within the local area.**
- **Professional development education** — (*e.g.* PDE board results, when the educational opportunity is of a length that requires PCS). When school length exceeds 90 days, FTSMD will determine the effectiveness of a PCS in conjunction with the educational opportunity, based upon such factors as time-on-station, priority of unit, and probability of replacement without violating time-on-station rules, and command interests.
- **Compassionate reassignment** — board approval.
- **Medical** — PCS will be approved when a Military Occupation Specialty Medical Review Board directs reclassification and there are no vacant positions in grade and specialty. A soldier who has been reattached into a medical hold account and is later found fit for duty will be considered “excess” (if the position has already been backfilled).
- **Tenured position** — The following positions are tenured: Overseas positions – Date Eligible for Return from Overseas; Detailed Inspector General (IG) – 3 years; Detailed Recruiter – 3 years; Battalion Command – 2 years; Company Command – 3 years; Regional Training Site – Maintenance (RTS-M) – 3 years; Readiness Command Teams – 2 years; and Joint Readiness Training Center – 2 years. Positions with a high Personnel Tempo (PERSTEMPO) history will be considered on a case-by-case basis until they can be formally designated as tenured.
- **Excess** — The FTSMD will coordinate local realignment when a soldier becomes “excess” due to a unit inactivation or relocation, or when the position is no longer authorized due to unit priority changes or Full Time Support (FTS) Table of Distribution & Allowance(s) (TDA) structure changes. The **number of high priority vacancies** in the soldier’s specialty **and the AGR staffing levels** of the unit will dictate the amount of time he or she will be allowed to remain in place as excess.

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CARforum
Disclaimer

***Scope and
Administrative
Guidance***

CARforum serves as the vehicle through which the Chief, Army Reserve conveys executive-level information to senior Army Reserve officials with a “need to know” critical, pending, ongoing, evolving, and newly-established initiatives, policies, plans and laws which affect the USAR as an institution.

Published four times a year, *CARforum* informs addressees of: current thinking within the Active Army, Army Reserve, and its supporting communities; the CAR’s personal concerns; and when appropriate, valuable background, visionary, and/or advance information and guidance on decisions, developments and evolving policy and legislative issues. Some of this information may be sensitive in nature, so readers must guard against treating an item as an accomplished fact if it is still in the planning stage.

Distribution is restricted to all Army Reserve colonel and general officer commanders (including retired senior officers), chiefs of staff, deputy commanders, executive officers, IMA general officers, senior Army advisors of general officer commands, and selected senior Army Reserve and congressional officials.

CARforum should not be disseminated to audiences not on the preferred mailing list.

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Articles and address changes can be submitted to: Editor, *CARforum*, 1421 Jefferson Davis Highway, Suite 12300, Arlington, Va. 22202, tel: (703) 601-0866; fax (703) 601-0839.

General officers who need address changes should contact OCAR’s GOMO Office at (703) 601-0911/0906.

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■ **To accommodate AGR couples enrolled in the Army Married Couples program** and not on an initial tour, if a vacant position can be found in the spouse's grade and specialty.

■ **To support requests for terminal attachment if they are in the move window** (four years for officers, five for enlisted), qualified for an authorized vacant or projected vacant position, and can complete a three-year tour of duty before reaching eligibility for voluntary retirement (20 years). Soldiers who were granted terminal attachment and then become "excess" are subject to the same guidance that pertains to other excess soldiers.

■ **Priority vacancies and projected vacancies** to support, in order:

- AGR Recruiter.
- AGR Retention NCO
- Force Support Package (FSP) 1 units.
- Nominative positions
 - DoD;
 - Joint;
 - Department of the Army (DA) level;
 - Inspector General;
 - ROTC Assistant Professor of Military Science.

■ **Key positions at intermediate headquarters as identified annually by the commands.** Commanders can provide input to this process by submitting priority of fill lists for their vacant positions to: CDR, AR-PERSCOM, ATTN: ARPC-AR, on a quarterly basis. This information will be considered in conjunction with the provisions of this policy.

■ **Reattachments are intended to be career progressive.** Normally, priority positions will be filled with the first suitable soldier holding the longest time-on-station. The term "suitable" refers to specialty match down to ASI/SSI. Consideration will be given to training and reclassification to shortage specialties consistent with

the needs of the FTS force structure and availability of training funds.

■ **The AGR management cells have the authority to "return without action" individual requests for PCS which do not meet the criteria of Army Regulations or this policy.** Commands that choose to recommend approval for such requests will not receive a replacement until a soldier meeting the criteria becomes available. The current cost stands at \$6.3K per PCS.

Foremost, unit commanders and supported U.S. Army Major Commands (MACOMs) will continue to be assigned the best AGR soldiers available. At all times, the career family needs of each AGR soldier will be balanced against the needs of The Army.

The Army Reserve Personnel Command (AR-PERSCOM) will continue to manage AGR attachments in compliance with the Army regulations that govern PCS moves for AGRs.

Exceptions to this policy can be requested in writing to: **CDR, AR-PERSCOM, ATTN: ARPC-AR.** The requesting commander (i.e., U.S. Army Civil Affairs and Psychological Operations Command (USACAPOC), Regional Support Command (RSC), Army Reserve Command (ARCOM), and United States Army Europe (USAREUR)), will need to fund these exceptions by transferring Reserve Personnel Army (RPA) Active Duty for Training (ADT) funds, through the U.S. Army Reserve Command (USARC) for Regional Support Commands, to OCAR.

References to this policy are: AR 614-100, *Officer Assignment Policies, Details and Transfers*; AR 135-18, *The Active Guard Reserve (AGR) Program*; AR 140-30, *Active Duty in Support of the U.S. Army Reserve (USAR) and Active Guard Reserve (AGR) Management Program*; and AR 614-30, *Overseas Service*.

OCAR POC for AGR Officer Policy is Maj. James McKeithan, (703) 601-3508, or DSN 329-3520. POC for AGR Enlisted Policy is Master Sgt. Keith Long, (703) 601-3520, or DSN 329-3520.

Different Legislation - Different Rules

The Retiree Dental Program

AURORA Colo.— Implementation of the TRICARE Dental Program (TDP) for active duty families and eligible RC personnel began on Feb. 1, 2001.

TDP is basically an enhancement of the options available to eligible Reservists under the TRICARE Retiree Dental Program (TRDP), which became obsolete following passage of the *Fiscal Year 2001 National Defense Authorization Act*.

TRICARE Management Activity officials have been busy exploring their options for finding alternative ways to obtain additional dental services (such as crowns and dentures) that can be offered while maintaining enrollees' premiums at an affordable level.

Before the TDP took effect, eligible soldiers and their fami-

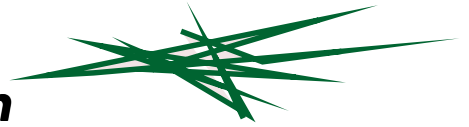
lies had access to dental benefits through voluntary enrollment in the TRDP.

The TRDP gets no government subsidy and is funded exclusively by enrollees. The program was implemented under different legislation and different rules from those applicable to active duty family members and Reservists.

Enrolled in TRDP were more than half a million retirees and their families. While the program provided coverage for a range of services, many retirees were lobbying for even more benefits.

The TRDP provided *optional* dental care for Uniformed Service retirees, unmarried surviving spouses, and certain other family members.

Reserve forces begin to reap benefits from National Defense Authorization Act



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The 2001 NDAA also:

- ◆ Allows the president to appoint children of National Guard and Reserve personnel to the Service academies as part of the 100 he can select for each academy from children of armed forces members. To be eligible for an appointment, the Reserve member must have been credited with at least eight years of service computed for Reserve retirement (2,880 retirement points), or have qualified for a non-regular retirement (gray area and age 60 retirees).
- ◆ Authorizes Service secretaries to pay either drill pay or the \$50 stipend to Guard and Reserve members when training for or performing funeral honors in the new funeral honors duty status, which was established last year. Previously, members were authorized only the \$50 stipend. Also, Guard and Reserve members who are injured or become ill while in a funeral honors duty status are now eligible for incapacitation pay.
- ◆ Recognizes the increased responsibility placed on mid-grade enlisted members by providing an added pay increase for enlisted personnel in the pay grades of E-5 through E-7. This pay increase will take effect on July 1, 2001, and is in addition to the January 1, 2001, 3.7 percent pay increase.
- ◆ Allows Reserve forces members to travel "space required" on military aircraft when traveling between the member's home and place of annual training or inactive duty training, both inside and outside the United States. This significantly expands the travel authority enacted last year that authorized National Guard and Reserve members to travel space required to an inactive duty training site outside the United States.
- ◆ Retains Reserve forces officers who are called to active duty, with their consent, for three years or less, on the Reserve Active Status List, rather than placing them on the Active Duty List (ADL). Previously, only officers voluntarily serving on active duty for 180 days or less were exempt from being placed on the ADL. Reserve forces officers on active duty for up to three years can now be considered for promotion by a Reserve promotion selection board rather than an active-duty promotion selection board.
- ◆ Authorizes National Guard and Reserve members and their dependents legal assistance for their personal legal affairs (subject to the availability of legal staff) following release from active duty from a mobilization for more than 30 days. If legal staff is available, assistance can be provided for at least twice as long as the period of mobilization. This will help Guard and Reserve members and their families with legal matters following a mobilization.
- ◆ Entitles Guard and Reserve members who are in certain skills – or job designated by the Service secretary – to special duty assignment pay when performing inactive duty training. Guard and Reserve members can now be paid one day of the incentive pay for each drill.
- ◆ Specifies that Reserve forces medical officers are authorized their special pay while performing any type of active duty (annual training, active duty for training, active duty for special work and active duty). It also makes clear that Guard and Reserve medical and dental officers can not be paid the Reserve and active duty special pay at the same time.
- ◆ Expands TRICARE Prime Remote and eliminates co-payments under TRICARE Prime for Service members' immediate families.
- ◆ Authorizes Guard and Reserve members traveling to inactive duty training more than 50 miles from their homes to be eligible for on-base billeting in Department of Defense facilities on the same basis as active duty members traveling on official business.
- ◆ Beginning Jan. 1, 2001, Guard and Reserve members who do not elect a full, immediate annuity under the Reserve Component Survivor Benefits Plan (RC-SBP) will be required to get the spouse's written consent when making the RC-SBP election, including any decision not to participate in RC-SBP. This is consistent with the requirement for active duty members when making an SBP election.
- ◆ Requires the appointment of RC chiefs and National Guard directors to the rank of lieutenant general/vice admiral (O-9) within one year and provides for a corresponding increase in the number of O-9 officers authorized to serve on active duty. It also extends the authority to waive, on a case-by-case basis, the joint Service requirement until Oct. 1, 2003, for those officers nominated for appointment as one of the Reserve chiefs.
- ◆ Provides Active and Reserve forces officers equal eligibility for involuntary separation pay. Under this provision, Active, Guard and Reserve officers who twice fail to be selected for promotion will be eligible for separation pay. However, officers who have failed twice to be selected for promotion and who subsequently decline continuation after being selected for continuation for a period that would allow them to qualify for retirement will no longer be entitled to separation pay.
- ◆ Excludes Reserve medical and dental officers of the Army and Air Force from counting against the maximum number of officers authorized in the grades of major, lieutenant colonel and colonel. This is the same exemption that already exists for active duty and Naval Reserve medical and dental officers.
- ◆ Amends the mandatory separation or retirement of Army Reserve and Air Force Reserve non-dual status technicians to specify that required action based on becoming eligible for an unreduced annuity is now based upon the individual reaching age 60. Also, Army Reserve and Air Force Reserve non-dual status technicians who were separated or retired as a result of the changes to the law last year but have not reached age 60 can, with the approval of the Service secretary,

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Bush Pledges \$5.7B for Pay, Housing, Healthcare

FORT STEWART, Ga. — President George W. Bush addressed a group of roughly 6,000 3rd Infantry Division soldiers and their family members Feb. 12, pledging an additional \$5.7 billion in 2002, to be spent between military pay increases and improving military housing and healthcare.

The President got a rousing round of applause when he told soldiers that next year's budget would include \$1.4 billion for additional pay raises, \$3.9 billion to improve healthcare, and \$400 million for military housing.

Bush, accompanied by Secretary of Defense Donald Rumsfeld, visited Fort Stewart and Hunter Army Airfield to talk about morale and to discuss military funding. More than 5,000 soldiers, family members and civilians from Fort Stewart and various surrounding communities ventured out to see the President in his first military appearance since his inauguration.

"Because of you, America is secure. Because of you, the march of freedom continues," Bush said. "Our nation can never truly repay our debt to you. But we can give you our full support, and my administration will."

He said the nation owes its service members and their families a decent quality of life, necessary training and equipment, and solid defense policies. "When we send you into harm's way, we owe you a clear mission with clear goals," he said.

Bush called the soldiers the foundation of America's military readiness. "But while you're serving us well, America is not serving you well enough," he said.

The President said problems like low pay and poor housing reach across the services with predictable results. Frustration is up, while morale and recruitment are down, he said.

"This is not the way a great nation should reward courage and idealism," Bush said. "It's ungrateful, it's unwise, and it is unacceptable."

The reason the President selected Fort Stewart for his first visit, according to Garri-

son Commander Col. William R. Betson, was not only because the post's soldiers are among the most deployed in the Army, but also because its infrastructure is the least developed.

Betson briefed the President on the quality-of-life and well-being at Fort Stewart, telling him that the installation is a "state far below what anyone would consider satisfactory."

According to Betson, the President was distressed by the working conditions and the Secretary of Defense was concerned. Although they had understood beforehand that there were severe infrastructure challenges, Betson said, seeing it first-hand reinforced what they were already told.

The President's Georgia visit kicked off three days of visits with Defense Secretary Donald Rumsfeld to military bases to explain some of his national security policies. Feb. 13 he visited Joint Forces Command in Norfolk, Va., and, on Feb. 14, the two visited National Guard and Reserve troops in Charleston, W.V.

Maj. Gen. Walter L. Sharp, 3rd Division commander, told Bush he couldn't think of "a better place to see what soldiers and their families are doing in the Army today." The President agreed. "You've been called the most highly trained and rapidly deployable mechanized force in the world," he told the soldiers. "That is high praise, and you have earned it."

Throughout the presidential campaign, Bush vowed to take a hard look at the increasing number of military deployments. "Much of the manpower for those deployments has come from the 3rd Division," he said.

Bush added that many of 3rd Division's soldiers have deployed to Bosnia, and some have deployed more than once. Besides participating in Bosnia missions, Fort Stewart soldiers have also been busy training for a May deployment to Kosovo.

"You volunteered for this job. You decided to serve a cause greater than yourself," Bush told the troops. "I'm proud to lead you, and I'm committed to serve you."

SGLI maximum coverage increases

The top rate of Servicemember's Group Life Insurance (SGLI) automatically increased to \$250,000 on April 1.

Premium payments of \$.80 per \$10,000 of coverage will continue, resulting in an additional \$4 premium being withheld from each member's pay for SGLI. As an example, for those members who have been carrying the maximum coverage of \$200,000, the premium payment per month has been \$16. With the increase in coverage to \$250,000, the premium now will be \$20 per month for maximum coverage.

Note the information below:

- Members who want the increased coverage needn't take any action.
- However, those who want either reduced coverage or no coverage must prepare a new form, VA SGLV 8286, indicating the amount of coverage they want. This form must be prepared, signed, dated, and submitted between April 1 – 30, 2001. Requests to reduce or eliminate coverage during the month of April will result in a refund of any over-collection of the premium.
- The electronic version of the VA SGLV 8286 form is already accessible on the Veteran's Administration website at www.insurance.va.gov.
- Requests for either reduced SGLI coverage or no coverage dated and received after April 30, will be processed to reduce or stop the coverage, effective in May.

SGLV forms 8286 submitted after April 30 will be processed to reduce or stop coverage as requested, but no premiums collected for the month of April will be refunded.

To learn more about SGLI, contact your personnel office or the Military Pay Branch at (608) 388-3608.

QDR 2001

pursues strategy based force while Army awaits DoD's Comprehensive Review

Second in a series of articles by Eileen Doherty, OCAR Office of Strategic Initiatives

The Congressionally mandated requirement is still out there for President George W. Bush and his National Security Team to develop the new National Security Strategy (NSS). Meanwhile, the new Secretary of Defense kicked off the comprehensive strategic review directed by President Bush.

The NSS defines national interests as vital interests, important national interests, and humanitarian, or other interests. The national interests of the United States dictate the deployment of our military.

Our current NSS (1996-1999) addresses America's enduring interests, and focuses on three key elements.

- *Preserving and enhancing the security of our nation and protecting its citizens at home and abroad.*
- *Developing stable markets abroad – to promote and maintain the welfare and economic prosperity of our nation and our citizens.*
- *Advancing democracy around the world.*

Secretary Rumsfeld kicked off the strategic review in late February 2001. As of this writing, little information is forthcoming from the OSD level. What little is known at this point, is that the review is developing in four major areas. These include **Strategy, Transformation, Morale, and Acquisition** reform.

The Strategy element of the review is divided into strategic forces, conventional forces and a vision/intent strategy assessment.

The Transformation element will include organizational changes. Under this same area, they will be looking at space and intelligence issues.

The Morale or "quality of life" element will overview personnel

issues of pay and deployment, as well as infrastructure issues.

The fourth element is Acquisition reforms.

Six additional areas of study have been announced. They are: Conventional Forces; Nuclear Forces; Missile Defense; Spectrum; Financial Management; and Crisis Management. All of these study elements began in March and are expected to last 30-90 days. The recommendations resulting from these studies will be made known sometime in the Spring of 2001.

As you probably have read in any of a number of newspapers and defense-related articles, no budget decisions for either FY 02 or FY 03 will be made until this review is completed. The status of the Congressionally-mandated QDR is unknown. The Army is engaged with the Joint staff and OSD, internally preparing to respond to whatever develops from this process.

The Army's focus is for a QDR process that is strategy-based. Knowing the new administration's strategy is imperative to the military's achieving mutually cooperative, beneficial, and successful goals. As of this writing, strategy positions are primarily articulated in political, campaign venues.

Col. Malcolm B. Westcott, Deputy Chief, Army Reserve, continues to forge the lead in the Army Reserve's ever-evolving QDR and OSD review efforts.

For status updates regarding OCAR's role in *QDR 2001*, contact Col. Nolan Meadows, at (703) 602-3057, or via *e-mail*, at meadows@ocar.army.pentagon.mil.

The Chief, Army Reserve, continues to pursue alternative force strategies: CS/CSS, Transformation, equipping strategies, and partnership with the Army National Guard (ARNG). Emerging issues include Echelons Above Corps (EAC); force requirements and structure; Interim Brigade Combat Team (I-BCT) and Interim Division (I-DIV); digitized corps; and the associated force mix.

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tary, be reinstated to the technician status held by that individual immediately before separation. The effective date of reinstatement is the date the employee resumes technician status.

- ◆ Exempts a limited number of Guard and Reserve soldiers on active duty for up to 270 days in support of unified and specified commanders in chief requirements from counting against active duty end strength.
- ◆ Guard and Reserve officers now can be considered for continuation without the officer first applying for continuation.

- ◆ Permits the names of officers recommended for promotion to a grade below brigadier general or rear admiral (lower half) by a promotion selection board to be released when the board report is transmitted to the president. For officers recommended for promotion to a general or flag grade, the names can be released when the president approves the selection board report.

POC for further information regarding details of the *National Defense Authorization Act for Fiscal Year 2001*, as it pertains to Army Reserve soldiers, is Col. Gary Profit, Director, OCAR Public Affairs & Liaison Directorate, (703) 601-0840.

Transforming Best Business Practices

USAR Internal Review & Management Control Process

By Frank J. Bono

Director, Army Reserve Internal Review & Management Control Process Office

The United States Army Reserve has internal management control systems in place that reasonably assure our audiences that we are good stewards of all the resources provided to us for the accomplishment of Army Reserve missions.

These control systems comply with federal laws and statutes such as the *Federal Managers Financial Integrity Act of 1982*; *Chief Financial Officers Act of 1990*; *Government Performance and Results Act of 1993*; *Government Management Reform Act of 1994*; *Federal Financial Management Improvement Act of 1996*; and the *Information*

Technology Management Reform (Clinger/Cohen) Act of 1996.

The Army Reserve Internal Review and Management Control Office evaluates internal management controls to ensure that they are in place and working as intended, to identify management control weaknesses, and to put plans in place to correct those weaknesses.

One management control that is an integral part of any organization's system of internal management control is an internal auditing function. This function measures and evaluates the effectiveness of all other man-

agement controls.

The mission of the Army Reserve's internal auditing function is to provide a professional internal audit capability that:

- *evaluates risk*
- *improves quality, economy and efficiency*
- *fosters stewardship, and*
- *assures best business practices.*

The internal auditing function also is responsible to deliver pertinent, timely, relevant, and reliable information and advice to Army Reserve leaders and other customers.

Message from the President to Soldiers & Civilians

WASHINGTON, Jan. 26, 2001 — President George W. Bush sent a message to the armed forces and the civilians who support the Department of Defense via the nation's incoming 21st Defense Secretary.

Donald H. Rumsfeld read the message (below) during a Full Honors Welcome Ceremony held at the Pentagon on Jan. 26.

"To the armed forces of the United States and to the men and women who support them.

"Your service in the cause of freedom is both noble and extraordinary. Because of you, America is strong, and the flame of freedom burns brighter than at any time in history.

"Your country can never repay you for the sacrifices and hardships you endure; but we are grateful for the liberties we enjoy every day because of your service.

"As your Commander-in-Chief, I will always support you and your families so that this great nation continues to have the greatest armed forces in the history of the world.

"Thank you."

**George W. Bush
President of the United States**

National Defense Authorization Act for Fiscal Year 2001

More RC Highlights

- ◆ USAR SELRES End Strength: 205,300. *Sec. 411.*
- ◆ USAR AGR End Strength: 13,106. *Sec. 412.*
- ◆ USAR Technician (Dual Status) End Strength: 5,921. *Sec. 413.*
- ◆ Limitation on Non-dual Status Military Technicians: 1,195 for USAR. *Sec. 414*
- ◆ Senior Grade AGR Cap Increase, Army RC (USAR and ARNG combined): O-6 (76), O-5 (219), O-4 (178), E-9 (221) & E-8 (373). *Sec. 415.*
- ◆ Suspension of senior grade AGR cap during war or national emergency. *Sec. 421.*
- ◆ SECDEF provided with temporary discretionary authority to increase AGR senior grade cap by equivalent percentage of any underlying AGR end strength increase for a given fiscal year. *Sec. 424.*
- ◆ USAR and USAFR colonels to be eligible for position vacancy promotions when recommended for general officer assignment under regulations of secretaries of Army and Air Force. *Sec. 501.*
- ◆ Authority for posthumous promotion of commissioned officers who die prior to approval of their selections by service secretaries. *Sec. 505.*
- ◆ Technical corrections related to retired grades of Reserve commissioned officers. *Sec. 506.*
- ◆ 3-year test of using RC intelligence units and personnel for peacetime operations. *Sec. 576.*
- ◆ Initial officer uniform allowance doubled to \$400, and additional allowance doubled to \$200. *Sec. 610.*
- ◆ Expiring bonuses renewed through FY 2001 and health profession loan repayment through FY 2002. *Sec. 621.*
- ◆ Permit retired AC officers to retire as members of the Retired Reserve in a subsequently attained higher retired Reserve grade. *Sec. 653.*
- ◆ Permit concurrent receipt of disability and regular retirement benefits. *Sec. 657.*
- ◆ Incapacitation pay and tort claims protection

P.L. 106-398, 114 STAT. 1654

authorized for funeral honors duty. *Sec. 665.*

- ◆ Senses of Congress that RC receive funding sufficient to ensure that they meet all requirements of the National Military Strategy, including training. *Sec. 668.*
- ◆ Reserve officers of the Public Health Service may augment Army Medical Department. *Sec. 755.*
- ◆ Procurement: +\$179.4M for 16 UH-60L Blackhawk helicopters for the Army's "reserve components," +\$6M for M88A2 for Improved Recovery Vehicle (IRV) upgrades for the USAR, +\$3M for 60 HMMWVAs for the USAR, +\$37.3M for Family of Medium Tactical Vehicles (FMTV) for the "reserve components," + \$1.2M for Heavy Expanded Mobility Tactical Truck (HEMTT) Fire trucks for the USAR, +\$1M for M915A3 tractors for the USAR, +\$4M for Self-propelled Vibratory Roller vehicles for the USAR, \$1.5M for Hydraulic Excavator (HYEX) equipment for the USAR, and +\$5M for Heavy Scraper and Grader Service Life Extension Program (SLEP) for the USAR.
- ◆ RPA: +\$10M for 302 additional AGRs, + \$5M for Army Reserve College First, and +\$2.7M for Army Reserve Funeral Honors. -\$2.5M for Army Reserve Permanent Change of Station, and -\$2.1M for "Other" Reductions" in RPA.
- ◆ OMAR: +\$40M: +\$20.5M for an additional 650 Dual Status Technicians, +15M for Real Property Maintenance, and \$4.5M for Extended Cold Weather Clothing System.
- ◆ MCAR: \$104.738M, adding projects for: Clearwater, Fla. +\$17.8M for an Aviation Support Facility, St. Petersburg, Fla.; +\$10M for a Reserve Center; +\$3.4M for a transfer to Fort Lawton, Wash., and +\$5.5M for unspecified worldwide planning and design, and +\$0.7M for unspecified minor construction.
- ◆ USAR Land Conveyances: Galesburg, Ill., Reserve Center; Winona, Minn., Reserve Center; and Chattanooga, Tenn., Local Training Center.
- ◆ Did Not Get: \$3.696M for a Reserve Center in Conway, Ark.
- ◆ Authorize IRRAA members to participate in SGLI.

(Compiled by Don Lewy, Chief, Analysis & Liaison Branch, OCAR Public Affairs & Liaison Directorate).

Why OCAR is doing a Balanced Scorecard

By Lt. Col. Dave Cameron, OCAR Program Analysis & Evaluation

As members of the Office of the Chief, Army Reserve (OCAR), we continually strive to formulate, promote, and resource plans, programs, policies, and systems that enhance the capabilities and relevance of the Army Reserve. We also serve as a primary source of advice, guidance, and information on the Army Reserve for the Department of Defense community, Congress, and the public.

But how is our performance? Is it the best we can do? How do we know if our efforts really focus on achieving our goals? What are our goals and objectives?

With these questions in mind, in the spring of 2000, OCAR looked for a logical and simple framework that would identify strategic objectives, make them common knowledge, and involve everyone in their achievement. At the same time, we sought consistency with the 1993 Government Performance and Results Act.

GPRA requires federal agencies to develop and establish strategic plans, performance measures, and performance reporting. Last summer we went outside the organization for assistance in pulling this all together.

By taking a hard look at industry and other government agencies that recently faced and successfully tackled similar quests, Balanced Scorecard for Government surfaced as a recognized leader in building a framework for translating strategy into operational objectives that drive both behavior and performance. This privately-owned company (led by Debrah Whitaker) has taken a primarily private industry-oriented Balanced Scorecard framework, (designed by *Robert Kaplan* and *David Norton*) and adapted it for use by government agencies.

One of the strengths of the Balanced Scorecard is its ability to clarify a strategy and measure an organization by more than just its current financial position. The true value of an organization also involves its ability to satisfy customer needs, meet stakeholder requirements, operate internal business processes, and create for personnel, long-term growth and improvement.

Beginning in June 2000, Ms. Whitaker and her assistants forged us through a series of steps that resulted in the development of a balanced scorecard uniquely designed for *our* organization.

The OCAR balanced scorecard consists of a mission and vision statement, 16 objectives grouped within five perspectives, performance measures, and new initiatives. It is an evolving product crafted by a team of more than 20 OCAR staff members who interviewed 21 senior leaders who are both knowledgeable and influential on Army Reserve matters.

The OCAR team spent numerous hours defining objectives, figuring out how to measure performance, and thinking of new

initiatives that will guide us in achieving these objectives. We now have a framework for translating strategy into operational objectives that drive both behavior and performance.

Law change requires spousal concurrences in RCSBP elections

By Avis Allen, Survivor Benefit Plan
Program Manager, PERSCOM

The 2001 DOD Authorization Act (*Public Law 106-398, 30 Oct 2000*) directed a major change in the Reserve Component Survivor Benefit Plan (RCSBP) regarding spouse concurrence with members' Reserve Component Survivor Benefit Plan elections.

RCSBP elections are made when the member is notified of eligibility to receive retired pay at age 60 (the "20 Year Letter"). RCSBP participation is the only way a portion of the member's retired pay entitlement can be paid to a survivor should the member die before age 60.

Before this law's enactment, spousal concurrence with the member's RCSBP election was not required. Participation was purely voluntary for the member. If no election was made, or if the member declined enrollment, no annuity was payable to the spouse should that member die before age 60.

As of Jan 1, 2001, Reserve and Guard members who do not elect a full, immediate annuity under the RCSBP, must have the spouse's written consent when making this election. If that consent is not provided as directed, automatic coverage of the spouse will be implemented by law. This aligns the RCSBP with the active component's Survivor Benefit Plan (SBP) regarding spouse concurrence requirements.

For more details, call the Army Reserve Personnel Command's RCSBP office at (800) 318-5298, ext. 4, or (314) 592-0553.

Real Property Maintenance/ MILCON

Historically, Army Reserve Real Property Maintenance has been inadequately resourced.

The Army leadership has made a commitment to increase to 100% – Funding of RPM in fiscal years 2001 and 2002. The additional funding will prevent further facility deterioration and premature aging, improve the environment in which our soldiers work and train, promote and project a positive Army Reserve image in the local communities across the country, and enhance recruiting and retention efforts for all components of the Army.

The Army Facility Strategy establishes a focused 30-year roadmap for the active and reserve components to sustain facilities and to focus modernization funding, (principally military construction), in 10-year program increments. The first modernization increment calls for replacement of one-third of the Army Reserve Centers.

Deployments

The Army has 32,336 soldiers deployed in 76 countries. This consists of 28,967 Active Duty; 1,815 Army National Guard (ARNG); and 1,554 U.S. Army Reserve soldiers, plus combat training center deployments.

For FY00, the Army averaged 24,702 soldiers deployed in 59 countries for operations and training missions.

The “average” to date for FY01 is 25,121 soldiers deployed in 58 countries. In addition, there are 121,699 soldiers forward stationed in 111 countries. This includes 112,729 Active Duty and 8,970 Army Reserve soldiers.

TRICARE Senior Pharmacy Benefit Details Announced

An estimated 1.4 million Active duty and Reserve beneficiaries aged 65 and older can reap TRICARE and pharmacy benefits as of April 1, thanks to last ditch efforts made by House and Senate conferees to add a provision to the *National Defense Authorization Act for Fiscal Year 2001*, that guarantees eligible retirees access to those benefits.

The new program limits Reservists’ *out-of-pocket* costs and increases access to both the National Mail Order Program (NMOP) and retail pharmacies that are part of DoD’s network, comprising many major chain drug stores. Also, beneficiaries can choose to use non-network retail pharmacies.

“Drug therapy, for many of our older retired service members, is one of their greatest, yet most costly medical needs. This comprehensive drug benefit makes pharmacy care accessible and affordable. This expanded benefit should contribute significantly to their quality of life,” stated J. Jarrett Clinton, M.D., Acting Assistant Secretary of Defense for Health Affairs.

Beneficiaries who are 65 years of age and older will not pay enrollment fees or annual premiums for their TRICARE pharmacy benefits, but they will pay modest co-pays when they use NMOP and retail network pharmacies. In addition, beneficiaries will be authorized use of non-network pharmacies, at a slightly higher co-pay and deductible.

Prior to the passage of this legislation, only those beneficiaries eligible to receive benefits as a result of the Base Realignment and Closure (BRAC) initiative or the Pharmacy Redesign Pilot Program (PRPP) were fortunate enough to enjoy modest out-of-pocket costs through the NMOP and the retail pharmacy network. The BRAC pharmacy benefit and the Pharmacy Redesign Pilot Program are both replaced by the new program.

By law, to use the TRICARE retail and mail order benefit, beneficiaries age 65 and over must be eligible for Medicare Part A and enrolled in Part B.

Beginning Oct. 1, 2001, Medicare-eligible military beneficiaries become eligible for all other TRICARE benefits. The law requires that all Medicare-eligible beneficiaries, regardless of age, must be enrolled in Medicare Part B to receive the other TRICARE benefits, and they are advised to enroll in Part B as soon as they are eligible.

Information on Medicare enrollment is available at local Social Security Administration offices, or on the Medicare Website at <http://www.medicare.gov/Basics/Overview.asp>.

Retired beneficiaries living overseas can use their TRICARE benefit at overseas pharmacies, but they will need to submit their pharmacy claims for reimbursement. They also will have option to utilize the NMOP, if certain requirements are met. Federal and state legal restrictions apply to the prescribing, dispensing and mailing of prescription drugs, so the NMOP can only mail to APOs and FPOs that are part of the U.S. Postal Service. Also, the NMOP can only fill prescriptions written by providers who are licensed to practice in the United States.

The NMOP offers the largest discount to DoD beneficiaries. It is convenient for filling prescriptions for chronic conditions like high blood pressure or diabetes. The retail network pharmacy program can be used for short-term, immediate use medications. Lists of TRICARE network pharmacies will be available from regional TRICARE contractors. Beneficiaries who use non-network pharmacies will need to meet an annual deductible, incur a higher co-pay, pay the entire bill up front, and then file a claim for appropriate reimbursement.

One of the most important steps that eligible beneficiaries can take to ensure they can use the *expanded pharmacy benefits* is to update their **Defense Enrollment Eligibility Report-**

Continued on page 12

Reservists soon to reap benefits of TSP

WASHINGTON — March 23, 2001 — Beginning in January 2002, the *Thrift Savings Plan* (TSP) will offer Reservists their own supplemental retirement nest eggs.

Active duty and Ready Reserve soldiers will be able to invest

up to 7 percent of their basic pay in TSP, plus all of any special and incentive pays they may earn, including bonuses, within the IRS annual limits.

This opportunity for retirement savings comes as a result of a small but significant provision within the *Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001*, which gives all members of the uniformed services the option to join the Federal Employees Thrift Savings Plan.

Senior Pharmacy Benefit

Continued from page 11

ing System (DEERS) record with their correct address and any changes in family status, such as marriage, divorce, birth or adoption.

Eligible beneficiaries can update their addresses in DEERS in a variety of ways: By visiting local personnel offices that have an I.D. card facility; by calling the Defense Manpower Data Center Support Office (DSO) Telephone Center, at (800) 538-9552; or by faxing changes to (831) 655-8317.

To change information in DEERS other than address data, beneficiaries can visit an I.D. card facility, or fax changes with appropriate documentation to the address or fax numbers provided above. Beneficiaries should contact the nearest military I.D. card facility to learn what documentation is required.

3-Stars for Reserve Chiefs

Continued from page 1

The provision to boost the status of the RC leaders was enacted by Congress following several years of perseverance by both lawmakers and the services. None of the services took the initiative to go ahead and promote the Reserve Chiefs under the FY 2000 law, however, because Pentagon leaders would have had to forfeit other O-9 slots in order to do so. Factoring all this, among the appeals sent to Capitol Hill last year was a request that the grade increases *not* be counted against the federal limit set for those positions.

The FY 2001 bill removes this obstacle, boosting "the current limit on the number of officers that can serve on active duty in grades above major general, while maintaining the limit on the number of general and flag officers," the conference report states. The services have been given until October 2001 to fully enforce these changes.

The bill also "retains requirements in current law that the RC Chiefs be joint qualified," the report states. However, the Secretary of Defense reserves authority to waive the joint qualifications requirement through FY 2003. This provision enables the RC Chiefs currently serving in these positions to qualify for promotion, regardless of whether they are joint qualified.

Reservists can invest 7% of basic pay

Adding the uniformed services to the list of benefit recipients is expected to double the number of individuals eligible to participate in the TSP according to Elliott Bloxom, DoD's Director of Military Compensation.

In place for federal civilians since 1986, the *Thrift Savings Plan* has offered civilians the same type of savings and tax benefits that many private corporations offer their employees under so-called "401(k)" plans. Money invested in the TSP comes from pre-tax dollars and reduces taxable income. Investments and earnings are not taxed until they're withdrawn.

Civilians covered under the Federal Employees Retirement System (FERS) receive matching government funds in the TSP program. The investment benefit for the bulk of the military force, however, will resemble that of workers covered under the old Civil Service Retirement System (CSRS). CSRS employees also have the same contribution limits from basic pay, but get no matching funds.

Some eligible for matching funds

In limited instances, however, Reservists may be eligible for matching funds. Under the Special Retention Incentive portion of the legislation, soldiers in certain critical specialties can receive matching funds based on their contributions from basic pay. In return, they are required to spend at least six years in the specialty.

"The match is discretionary by the service secretaries," Bloxom said. "We will be meeting with the services to determine how they want to implement this. I would envision that the services would offer the match similar to the way they offer the selective re-enlistment bonus." Bloxom said the services might offer TSP matches instead of a selective re-enlistment bonus, but nothing in the law says soldiers cannot receive both.

Participation is optional

Participation is optional and not automatic. Reservists who wish to sign up or change their contribution amounts can do so during designated "open seasons" — the same as civilian employees do.

New TSP members will have the opportunity to elect to participate in the TSP during a special 60-day open season window beginning October 9, 2001. Elections to contribute during this open season will take effect in January 2002.

After the *initial* open season, TSP members will be given the opportunity to make adjustments to their contribution allocations during the bi-annually scheduled TSP Open Seasons, which run from

Continued on next page

Dental benefits expand for Reserve and Guard

WASHINGTON — Army Reserve and National Guard families are now included as beneficiaries under the new TRICARE Dental Program (TDP) which began Feb. 1, 2001, under Department of Defense policy guidelines.

This change in policy significantly expands the number of Reserve forces personnel eligible to receive dental benefits.

One important new feature allows Reserve and National Guard soldiers called to active duty in support of contingency operations to sign-up their families for the TDP by excluding them from the mandatory enrollment period.

"The TDP is a tremendous benefit for National Guard and Reserve personnel," said Charles L. Cragin, Principal Deputy Assistant Secretary of Defense for Reserve Affairs. "And the new policy guidelines will significantly improve the readiness of Reserve force families."

Under the old TRICARE Family Member Dental Plan (TFMDP), all military personnel were required to have at least 24 months left on active duty in order to enroll.

The new program reduces this mandatory enrollment period from 24 to 12 months of Service commitment. It also combines the TFMDP and the TRICARE Selected Reserve Dental Program (TSRDP). For Reservists,

this translates to more covered services than were available under the TSRDP, plus a larger provider network.

Since 1995, more than 30,000 Reserve forces personnel have served on involuntary active duty tours to support presidential Reserve call-ups for Bosnia, Kosovo and Southwest Asia.

Reserve and National Guard personnel ordered to active duty in support of contingency operations are limited by statute to serving an active duty tour of 270 days or less.

"The TFMDP mandatory enrollment period has precluded these Reservists from enrolling their families in the TFMDP," Cragin said. "Without the new guidelines, Reservists who could not afford to pay the full premium for continuing their civilian dental plan for 24 months would be denied family dental coverage while they served on active duty."

The new policy guidelines for TDP are published in the Federal Register. The program will be administered through a new contract with United Concordia Companies, Inc.

"Contingency operations are ongoing and the new dental program will be a big benefit for Reserve families," Cragin said.

For more details, contact Col. Terry Jones at (703) 693-8617, or visit the Reserve Affairs website at: <http://raweb.osd.mil>.

TSP benefits —

from page 12

November 15 – January 31, and May 15 – July 31 of each year. New soldiers will have an initial 60-day opportunity to contribute at the time of their enlistment and at each open season thereafter.

Elections to contribute from bonus payments will be made at the time the bonus determination is made. To contribute from bonuses, you must already be contributing from basic pay.

DoD officials are working with the Defense Finance and Accounting Service (DFAS) and the thrift investment board to determine how to get the whole program up and running. Forms and educational materials will be provided to soldiers during the open season so they can make an informed choice.

The TSP program currently allows employees to invest in any or all of three funds (they are not mutual funds): a government bond fund, a corporate bond fund and a stock fund. On May 1, 2001, participants will have two additional investment funds: an international, and a small-capitalization stock investment fund.

The Federal Retirement Thrift Investment Board has a section of *Q's and A's* on its web site that answers some of the basic questions about the TSP for members of the uniformed services. Visit the TSP Web site at www.tsp.gov. The site includes a range of publications, news releases and investment calculators, etc., and it offers online account access.

USAR marks 10th Anniversary of Scud attack

Ceremonies were held in Greensburg, Pa., Feb. 25, to honor soldiers from the Army Reserve's 14th Quartermaster Detachment who were either killed or injured 10 years ago in a Scud missile attack on a makeshift barracks in Dhahran, Saudi Arabia, during *Operation Desert Storm*.

In this single most devastating attack on U.S. forces during that war, 28 soldiers were killed and 99 were wounded.

Of those casualties, 13 members of the 14th were killed and 43 wounded. This amounts to eighty-one percent of

the unit's 69 soldiers either killed or wounded, the greatest number of casualties of any coalition unit during the war.

The detachment, a water purification unit headquartered in a town of 60,000, about 50 miles south of Pittsburgh, is part of the Army Reserve's 99th Regional Support Command.

Several of the soldiers wounded in the Scud attack, plus surviving family members of those killed, attended the ceremonies.

The ceremonies featured an address by Rep. John Murtha of Pennsylvania. Also in attendance were Maj. Gen. Thomas J. Plewes,

Chief, Army Reserve; Maj. Gen. Rodney D. Ruddock, Commander of the 99th Regional Support Command; and Sgt. Maj. of the Army, Jack L. Tilley.

Some 470,000 active duty U.S. troops served in *Operation Desert Storm*, along with nearly 217,000 reserve component soldiers called to active duty. There were 148 battle deaths and 145 nonbattle deaths. Nearly 470 soldiers were wounded in action.

The memorial service included a roll call, wreath-laying ceremony, 21-gun salute and musical tributes.

Reserve Share of NDAA Reflects Force Integration

WASHINGTON — The reserve components will use their \$24.1 billion share of the fiscal year **2001 National Defense Authorization Act** to improve the lot of increasingly busy Reserve and Guard members.

Some of the money will be used to upgrade RC helicopters, trucks and jet fleets, to buy other necessary items used in worldwide missions, and to fund construction projects to improve Guard and Reserve facilities.

Army Reserve soldiers are already enjoying the 3.7 percent pay raises that appeared for the first time on their Jan. 1, LES'. NCOs in pay grades E-5 through E-7 will get their pay raises on July 1.

Reservists deserve the pay raises and equipment, especially in light of the multitude of missions they are now performing, said Charles L. Cragin, Principal Deputy Assistant Secretary of Defense for Reserve Affairs.

"Today's reserve components perform about 13 million man-days of support each year, he said, compared to about 1 million man-days just before the end of the Cold War."

For example, Cragin said, Reserve and Guard forces have been engaged in Bosnia contingency and peacekeeping operations since 1995. This is indicative of former Defense Secretary William S. Cohen's 1997 decision to integrate RC assets in support of the active force.

"In every single rotation in Bosnia, active-duty troops and Reservists have worked side-by-side," said Cragin.

"Frankly, that's an example of integration. If you go to Bosnia — if you don't know all of the Army patches that soldiers wear on their shoulders — you would not be able to tell who was a Reservist, who was in the National Guard, and who was a member of the active component."

"Participation by the Guard and Reserve is necessary," Cragin said, "because the two components account for about half of the total U.S. military force today." As such, "about \$2.3 billion is slated for new or upgraded RC equipment in 2001. This includes new tanks, Bradley fighting ve-

hicles and radios for ground forces, new aircraft and other items."

"In Southwest Asia, we're utilizing a lot of (Reserve) aviation assets. The air side of the house plays a substantial role, operating out of Saudi Arabia, Kuwait, and Incirlik Air Base, Turkey," Cragin said.

"We have many F-15 and F-16 Reserve and Guard units that rotate through those facilities to fly (*Operation Southern Watch* and *Northern Watch* missions.

Not included in the 2001 Authorization Act, but being considered by congressional officials, is a proposal to align Reserve and active duty flight pay.

Reserve and Guard pilots, navigators and aircrew earn flight pay by the day. An active duty aviator who flies at least one mission per month earns the entire month's pay.

Cragin said the Army, DoD's largest service, is using its Authorization Act dollars for sweeping modernization, to include its Reserve forces.

"Army Chief of Staff, Gen. Eric Shinseki, is looking at the transformation of the Army, and I emphasize that it is *The Army*, the *Total Army*," Cragin said. "He looks at his enhanced separate brigades and his divisions in the Guard the same way he looks at all the other forces, including all Army Reserve personnel."

DoD has been successful in getting Reserve leaders to the table and in participating in discussions over resources and the development of service budgets, Cragin said. "This is necessary because equipment interoperability is paramount when active and RC forces deploy together."

"When we take a Black Hawk or an Apache helicopter unit to Bosnia (we've done both with Reserve and Guard units), we have to make sure that their equipment is ready, compatible, and that it has the right sort of communications gear," Cragin said.

"If you're going to deploy ground personnel, you need to make sure that they have the SINCGARS (Single Channel Ground and Airborne System) radios.

"The necessity — the reality — is such that it forces integration. This is not something that is nice, this is something that is necessary; and the Reserve and the Guard really *have* answered the call," he concluded.

FY 2001 Force Structure and unit inactivation changes released

The Department of the Army released its list of fiscal year 2001 Reserve Component (RC) unit inactivations and force structure changes on Mar. 19.

These changes are principally the result of **Total Army Analysis 2003 Force Structure** decisions that support Army wartime requirements, while continuing the process of streamlining and reshaping *America's Army* for the 21st Century.

The fiscal year 2001 Reserve Component unit inactivations, when combined with ongoing unit activations and conversions, result in a net loss of 2,511 spaces in

the Army National Guard, and a net gain of 483 spaces in the Army Reserve. These inactivations and changes in structure do not affect Army National Guard or Army Reserve endstrength.

The selection criteria used to determine unit inactivations includes the ability of a unit to meet future readiness requirements in the following areas: *deployability, recruiting, retention, facility support, training, geographic locations, and personnel issues.*

Whenever possible, soldiers assigned to units programmed for inactivation will be given opportunities for reassignment.

Reserve Chiefs informally brief HASC Subcommittee

The Chief, Army Reserve, joined the other Reserve Chiefs in presenting informal briefings to members of the House Armed Services Committee (HASC) Personnel Subcommittee on April 3.

Maj. Gen. Thomas J. Plewes expressed his gratitude to subcommittee members for their support of the Army Reserve. His brief remarks focussed on the *Army Reserve's 93rd birthday* on April 23; the diversity

of the Army Reserve; and the locations where Reserve soldiers are currently deployed.

Maj. Gen. Plewes also noted that the Army Reserve met its recruiting goal in FY 2000 for the first time in 10 years, and that Full Time Support is critical to Army Reserve readiness. He said that FTS *will* get the resources it needs to sustain and modernize the force, and to improve the quality of life for Army Reservists.

Major structural barriers to full integration shattered

Elite nuclear forces open to Reserve & Guard

WASHINGTON — Thousands of citizen soldiers now will have the option to join our nation's elite strategic nuclear forces thanks to the reversal of a prohibition that dates back to the end of the cold war, DoD officials say.

These scrupulously screened forces are those that control nuclear weapons, whether in missile silos, command bunkers and depots, or aboard strategic bombers, transport planes and submarines.

The policy revision will allow Reservists to take part in highly-sensitive nuclear-related missions that were barred to them in the past. The authority to appoint Reserve soldiers in duties involving access to nuclear weapons and nuclear-related command and control will rest with the unified combatant commanders.

The decision is not expected to trigger an infusion of Reservists into some of the most secretive and sensitive jobs in the American military, officials said, but rather, it makes a statement about the Reserve and Guard. It overturns an unfair and outdated policy that presumed that "part-time" soldiers were either not "credentialed" enough, or were even "unfit" for such duty.

The change in policy also clears the way for the other military services to tap the Reserve and Guard for jobs that are becoming increasingly hard to fill due to a shrinking military — compounded by the rigorous eligibility standards set — plus the remote locations of many of the assignments.

Currently, the Pentagon is reviewing a number of different proposals that would utilize Reserve soldiers in various new capacities, such as crews aboard cargo aircraft that transport nuclear warheads, or aboard B-52 bombers that, in a crisis, would release them.

"The number of Reserve and National Guard forces to be used in nuclear-related missions will be up to commanders to determine as they work through the process, said Charles L. Cragin, Principal Deputy Assistant Secretary of Defense for Reserve Affairs. "However," he added, "a major structural barrier to full integration of the force has been shattered with this determination."

This initiative is a result of a two-year, DoD-wide collaborative effort, called the **Reserve Component Employment 2005 (RCE-05) Study**, which made recommendations to the SECDEF for new and better ways to employ the Reserve forces and foster better integration in the Total Force. The study included participants from the active and reserve components of the Services, plus representatives from the Office of the Secretary of Defense, the Joint Chiefs of

Staff, the unified combatant commands and DoD combat support agencies.

The RCE-05 study and the lengthy discussions that followed it demonstrated that there were numerous instances in which Reserve soldiers aptly showed that they could meet the same stringent standards as their active Army counterparts. These standards are clearly spelled out in the **Personal Reliability Program**, which evaluates the overall fitness of soldiers for access to nuclear missions, and is based on close and direct observation of the behavior of each individual by the chain of command, medical authorities, and the individual's peers.

PRP institutes rigorous medical and psychological evaluations and also scrutinizes its applicants' social background and financial status.

"We're ensuring that the men and women in the Guard and Reserve who have the expertise and willingness to serve, are going to be part of the talent pool that commanders can call upon," said Charles L. Cragin, Principal Deputy Assistant Secretary of Defense for Reserve Affairs.

The move to reverse the decision that explicitly excluded Reservists from serving in the strategic forces represents one of the more significant efforts in recent history to rely more heavily on the roughly 870,000 members of the National Guard and Reserve.

This new policy will help national security, in addition to being another successful milestone in DoD's effort to integrate the Active and Reserve forces.

Guard and Reserve units have become integral parts of virtually every operation overseas. Reserve soldiers are also being integrated into operations at home, including new security units that rely on Reservists' civilian computer skills; and the Department of Defense has proposed using Reserve soldiers to operate radar stations and missile bases being planned for a national missile defense system.

"In today's environment of recruiting and retention challenges, the new policy will give senior leaders another option ... that of using full mission-qualified and PRP-certified Reserve and National Guard personnel to fill key nuclear positions," said Cragin. "Because the policy provides the same standard for both Active and Reserve personnel, senior leaders can be sure that any member who meets the standards of the program will be a full-up performer."

TRICARE Improvements

in NDAA and the implementation dates for each initiative

1 April 2001

Worldwide Pharmacy Benefit

- ✓ Includes Military Treatment Facility, National Mail Order Pharmacy and Retail Pharmacy Benefit.
- ✓ Provided to our dual-eligible military retiree/Medicare-eligible personnel, effective April 1, 2001.
- ✓ All beneficiaries who turn 65 prior to April 1, 2001, will automatically qualify for this benefit - whether or not they have purchased Medicare Part B.
- ✓ All beneficiaries who reach the age of 65 on or after April 1, 2001, must be enrolled in Medicare Part B, to get the benefit.

28 April 2001

Active duty family members enrolled in TRICARE Prime no longer will have co-payments for civilian health care services under TRICARE Prime (except prescription drugs), effective within 180 days of enactment of the law.

1 October 2001

Medicare-eligible beneficiaries become eligible for TRICARE. Medicare will be the first bill payer - and TRICARE will be the second. All beneficiaries must be enrolled in Medicare Part B for TRICARE to serve as second payer.

1 October 2001

The TRICARE Prime Remote (TPR) program will be

expanded to include families of fulltime support personnel throughout CONUS. Meanwhile, DoD will waive co-payments and deductibles for active duty and AGR families who reside with TPR benefit recipients.

1 October 2001

The five-year phase in Chiropractic Benefit is introduced. The chiropractic health care demonstration is a permanent benefit for AGR soldiers at designated MTFs worldwide.

31 December 2001

TRICARE Senior Prime Demonstration program is extended to Dec. 1, 2001.

FY 2003

The health care entitlement for Medicare-eligible beneficiaries will be funded through the DoD Medicare-eligible Retiree Health Care Fund established by Department of the Treasury.

Other Provisions

- ✓ An Individual Case Management Program for Persons with Extraordinary Conditions (ICMP-PEC) was funded with a cap of \$100 million.
- ✓ In appropriate cases, the program allows waiver of TRICARE limitations on health care coverage, including coverage of custodial care services for persons with exceptional conditions.
- ✓ Pays for school physicals.

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